

## **EMPLOYEES' PERSPECTIVE ON QUALITY OF WORK LIFE IN ENGINEERING FIRM**

**KALAGI SHAH**

Department of MBA, GLSICT, Gujarat, India

### **ABSTRACT**

In recent times, the organizations need to adopt a more flexible approach towards its employees in order to develop a workforce which is highly competitive as the success of any organization depends on its human resource only. Hence organizations need to frame a strategy to attract, retain & motivate talented employees. They need to improve the Quality of Work life of Employees. QWL provides for the balanced relationship among work, non- work and family aspects of life. In other words, family life and social life should not be strained by working hours. Thus it focuses on organizational needs as well as employee's individual needs. The research paper focuses on QWL from engineering firm's perspective.

**KEYWORDS:** Quality of Work Life, Career Prospects, Work Life Balance, Stress

### **INTRODUCTION**

QWL has been defined by many researchers in a variety of ways, thus presenting some disagreement on a precise definition; however, there is general consensus of its multidimensional qualities and usefulness as a concept (Baba & Jamal, 1991). For instance, Carayon (1997) defines QWL as the complex interactions of the elements of the work system, namely the individual, the tasks, organizational factors, the environment, and tools and technology. Still others view QWL as the effect of the workplace on job satisfaction, which spills over into satisfaction with non-work domains, and translates into overall satisfaction with life and subjective well being (Sirgy, Efraty, Siegel, & Lee, 2001).

From the beginning of 1960's researchers have begun to study and connect links between work and family. Numerous works on work life thereafter proves that what happened in the workplace have significant impact on individuals and their families (Greenhaus & Beutell, 1985; Kossek & Ozeki, 1998; Lewis & Cooper, 1987). The combination of a fluctuating work environment with competing job and family commitments has negatively affect employees in the form of lowered morale and motivation, reduced productivity, and increased burnout and turnover (Galinsky & Stein, 1990, Benedict & Taylor, 1995). Moreover the inability of employee to balance the equally challenging demands of their work and personal life has contributed to the escalating stress and conflict of today's workforce (Edwards & Rothbard, 2000).

This in turn leads to significant rise in stress related health problem, which translates to financial cost both to the employer as well as the government (Johnson, Duxbury & Higgins, 1997, Frone, Russell, & Cooper, 1997) The Engineering industries are the major players which not only account for enormous production and export but also they are the big employment providers. Maintaining good quality of work life in this sector is of great importance. The Quality of Work Life is the degree to which the employees feel a comfortable and enjoyable work life. It is the degree of favourable work situation which will existing within the organization. Work situation here refers to both content and context of the job. The Quality of Work Life refers to the level of satisfaction, motivation, involvement, and commitment individuals experience with respect to their lives at work. It is the degree to which individuals are able to satisfy their important personal needs while employed by the firm.

## REVIEW OF LITERATURE

The relationship of job satisfaction with work life quality is another aspect of working life that is often investigated by researchers. Job satisfaction is one of the central variables in work and is seen as an important indicator of working life quality. (Aryee, Fields & Luk, 1999). This study utilized instrument developed by Aryee et al (1999), which contained items to determine the extent to which the employee is satisfied or is enthusiastic about his job. This part of feeling enthusiastic or having sense of enjoyment in one's work is reflective of Herzberg's Hygiene factors in his theory of motivation. (Herzberg, Mausner & Snyderman, 1967; Herzberg, 1968)

The study conducted by Karrir and Khurana (1996) found significant correlations of Quality of work life of managers from three sectors of industry viz., Public, Private and Cooperative, with some of the background variables (education qualification, native/migrant status, income level) and with all of the motivational variables like job satisfaction and job involvement.

Hackman and Oldham (1976) drew attention to what they described as psychological growth needs as relevant to the consideration of Quality of working life. Several such needs were identified; Skill variety, Task Identity, Task significance, Autonomy and Feedback. They suggested that such needs have to be addressed if employees are to experience high quality of working life.

Mirvis and Lawler (1984) suggested that Quality of working life was associated with satisfaction with wages, hours and working conditions, describing the "basic elements of a good quality of work life" as; safe work environment, equitable wages, equal employment opportunities and opportunities for advancement.

Baba and Jamal (1991) listed what they described as typical indicators of quality of working life, including: job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organizational commitment and turn-over intentions.

Singh (1983) conducted studies in chemical and textile factories in India that were designed to improve the Quality of Work Life by reorganizing the work and introducing participatory management. Bhatia and Valecha (1981) studied the absenteeism rates of textile factory and recommended that closer attention should be paid to improve the Quality of Work Life. Kavoussi (1978) compared the unauthorized absenteeism rates in two large textile factories and recommended that closer attention be paid for improving the Quality of Work Life. Raghvan (1978), the Ex Chairman of BHEL, a public sector organization, stressed the need for worker's participation in management. According to him, "participation of workers in the management of undertakings, establishments, or other organizations engaged in any industry is underscored by Constitution of India".

## OBJECTIVES OF THE STUDY

To find out how flexi timings leads to work life balance.

To know relation between marital status & Quality of Work Life

To study the impact of career prospects in better Quality of Work Life

To know the impact of stress on Quality of Work Life

## Hypothesis

**H<sub>0</sub>:** There is correlation between flexible timing & work life balance.

**H<sub>1</sub>:** There is no correlation between flexible timing & work life balance.

**H<sub>0</sub>:** Marital status & work life balance are dependent

**H<sub>1</sub>:** Marital status & work life balance are independent

## RESEARCH METHODOLOGY

The method used in this research was convenient sampling. The main reason was the anticipation of many type of age groups of people and obviously the choice highly differ and thus to make the complete research for the project we choose to undergo sampling by our convenience which provided beneficial for our research study.

### Research Instrument

A structured questionnaire was prepared for the purpose of collecting the data. The factors of the study were drawn out from the related studies and the statements of the schedule were framed representing the factors.

### Sampling

The survey was conducted in different engineering firm. All employees (around 150 employees) were asked to participate in the survey.

### Analysis

**H<sub>0</sub>-**There is correlation between flexible timing & work life balance.

**H<sub>1</sub>-**There is no correlation between flexible timing & work life balance.

**Table 1**

Do you Allow to Choose Flexible Timings for your Job * Job Allows you to Balance Work & Family Cross Tabulation						
Count						
		Job Allows you to Balance Work & Family				Total
		1	2	3	4	
Do you allow to choose flexible timings for your job	1	29	53	23	4	109
	2	12	14	11	4	41
Total		41	67	34	8	150
Symmetric Measures						
		Value	Asymp. Std. Error <sup>a</sup>	Approx. T <sup>b</sup>	Approx. Sig.	
Interval by Interval	Pearson's R	.081	.088	.984	.327 <sup>c</sup>	
Ordinal by Ordinal	Spearman Correlation	.064	.087	.777	.438 <sup>c</sup>	
N of Valid Cases		150				
Using the asymptotic standard error assuming the null hypothesis.						
Based on normal approximation.						

Here from the table of correlation there is positive correlation between the flexible timing allowed in job & maintaining the work life balance of the employees. Here the value we are getting 0.081 which is positive so there is positive relationship between two factors so here  $H_0$  hypothesis is accepted &  $H_1$  is rejected. Here majority of respondents stated that they are getting the flexible timings which are helpful to them to balance their work life.

**H0-** marital status & work life balance are dependent

**H1-** marital status & work life balance are independent

**Table 2**

Marital Status * Job Allows you to Balance Work & Family Cross Tabulation						
Count						
		Job Allows you to Balance Work & Family				Total
		Strongly Agree	Agree	Disagree	Strongly Disagree	
Marital status		0	0	1	0	1
	Married	23	47	27	6	103
	Unmarried	18	20	6	2	46
Total		41	67	34	8	150

**Table 3**

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	9.315 <sup>a</sup>	6	.157
Likelihood Ratio	8.975	6	.175
N of Valid Cases	150		
a. 5 cells (41.7%) have expected count less than 5. The minimum expected count is .05.			

Here from the chi square test, the calculated pearson chi-square value 9.315 & from the chi square table we get the tabulated value 12.59. here tabulated value is greater than the calculated value of the data so  $H_0$  is accepted here &  $H_1$  is rejected so we can conclude that marital status & work life balance is dependent.

**Table 4**

Career Prospect					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Satisfied	99	66.0	66.0	66.0
	Not satisfied	51	34.0	34.0	100.0
	Total	150	100.0	100.0	

From the above analysis, 66% respondent satisfied with their career prospects. 34% respondent not satisfied with their career prospects. This shows that employees working with engineering firms are satisfied with the career prospects offered by the company.

Table 5

Stress Experience at Work					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Satisfied	72	48.0	48.0	48.0
	Not satisfied	78	52.0	52.0	100.0
	<b>Total</b>	<b>150</b>	<b>100.0</b>	<b>100.0</b>	

52% respondent were satisfied with less stress in their organization. 48% respondent were not satisfied due to more stress at work. Stress experienced at the work place the almost half of the respondent were not satisfied due to more stress at work.

Table 6

Balance between Work & Family					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Satisfied	88	58.7	58.7	58.7
	Not satisfied	62	41.3	41.3	100.0
	<b>Total</b>	<b>150</b>	<b>100.0</b>	<b>100.0</b>	

59% respondent are satisfied with that they have balance between work & family, 41% respondent are not satisfied due to they cannot balance the work & family life both.

## CONCLUSIONS

Quality of Working Life is not a concept, that deals with one area but it has been observed as incorporating a hierarchy of concepts that not only include work-based factors such as job satisfaction, satisfaction with pay and relationships with work colleagues, but also factors that broadly focuses on life satisfaction and general feelings of well-being. To retain a good talent in the organization it is important for the organization that he should have low stress level and high quality of work life.

Today engineering firms are very dynamic as there are many changes are occurring in world due to globalization. Flexible timings, shift systems & many more are important for maintaining the quality of work life of the employees working in engineering firm. Management of engineering firms has to try to touch all elements of the quality of work life rather than focusing on few factors only.

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